EXHIBITS

Exhibit 1: Contract Performance and Scorecard Measures by Agency

CPM No.	Metropolitan Police DepartmentContract Performance Measure	Tested	Reference To Findings
1	Alignment to the Mayor's strategic plan	No	
2	Performance agreements for senior managers	**Yes**	N/A
3	Competitive costing pilots	No	
4	Responsiveness to customers	No	
5	Risk management	No	
6	Improved community-police coordination	No	
7	Increase the presence and visibility of sworn officers in communities	No	
8	Improve MPDC response to emergency and non-emergency service calls	No	
9	Address the challenges of youth Violence, domestic violence, and child abuse	No	
10	Build a high quality MPDC workforce	No	
11	Prevent crime and the fear of crime	**Yes**	Finding 2
SCM No.	**Scorecard Measure**	**Tested**	**Reference To Findings**
1	Put 200 more officers on the street	**Yes**	N/A
2	Achieve 5 percent reduction in part I violent crimes over the prior year	**Yes**	Finding 2
3	Achieve 5 percent reduction in part I property crimes over the prior year	**Yes**	Finding 2
4	Achieve 65 percent homicide clearance rate	**Yes**	Finding 1

EXHIBITS

Exhibit 1: Contract Performance and Scorecard Measures by Agency

SCM No.	Department of Fire and Emergency Medical Services -- Scorecard Measures	Tested	Reference To Finding
1.	Provide 911 first response within 8 minutes for 90 percent of critical medical calls for service	Yes	N/A
2.	Place 8 paramedic engine companies in service	Yes	N/A
3.	Fill 120 firefighter vacancies	Yes	N/A
4.	Train and redeploy 20 civilian paramedics as dual role/cross trained firefighter paramedics	Yes	Finding 3

EXHIBITS

Exhibit 1: Contract Performance and Scorecard Measures by Agency

CPM No.	Department of Public Works --Contract Performance Measure	Tested	Reference To Findings
1	Alignment to Mayor's strategic plan	Yes	N/A
2	Performance agreements for senior Managers	Yes	Finding 5
3	Competitive costing pilots	Yes	Finding 5
4	Responsiveness to customers	Yes	N/A
5	Risk management	Yes	Finding 5
6	Clean city initiative		Finding 5
	Plan	Yes	N/A
	Rating	No	
7	Solid waste management	No	
8	Transportation		
	Utility cut management	No	
	Pot holes response	Yes	Finding 4
	Road conditions	No	
	Snow removal	No	
9	Curbside management		Finding 4
	Damaged stop/yield sign	Yes	Finding 4
	Street light outages	Yes	Finding 4
	Removal of abandoned vehicles	No	
10	None	N/A	
11	Technology and customer access		
	80 percent service requests acknowledged in 48 hours	Yes	N/A
	100 percent service requests Acknowledged within 72 hours	Yes	N/A
	80 percent service requests resolved-- call center standards	No	
12	Staffing and training	No	
13	Tree planting, maintenance, and removal		
	New trees planted	Yes	N/A
	Response time to access tree trimming and removal requests	No	

SCM No.	Mayors Scorecard Items	Tested	Reference To Finding
1	Plant 6000 trees	Yes	N/A
2	Resurface 150 blocks and alleys	Yes	Finding 6
3	Replace the lions on Taft bridge	Yes	N/A
4	80 Percent of the District's gateways, commercial and residential areas will be rated clean or moderately clean	No	

EXHIBITS

Exhibit 1: Contract Performance and Scorecard Measures by Agency

CPM No.	Department of Motor Vehicles –Contract Performance Measure	Tested	Reference to Findings
1	Alignment to the Mayor's strategic plan	No	
2	Performance agreements for senior managers	No	
3	Competitive costing pilots	No	
4	Responsiveness to customers	No	
5	Risk management	No	
6	Service delivery		
	Meeting service delivery timetables	No	
	Meeting technology system design	No	
	Wait + service time measures for:		
	• Drivers license	Yes[1]	Finding 7
	• Registration	Yes[1]	Finding 7
	• Automobile inspections	Yes[2]	Finding 8
	• Initial adjudication	No	
	• Decrease number of customers using central facility	No	
	• Customer satisfaction measures	No	
	• Percent of DMV printed and on-line publications translated to Spanish	No	
7	Communications		
	Meeting timetables	No	
	Measures of customer knowledge of and satisfaction with DMV services	No	
8	Human resource development		
	Meeting human resource assessment and realignment timetables	No	
	Percent of employees matched to appropriate positions	No	
	Recruitment targets-positions requiring new hires	No	
SCM No.	**Mayors Scorecard Items**	**Tested**	**Reference to Findings**
1	Reduce wait time to 30 minutes for 80% of license and registration transactions	Yes	Finding 7
2	Break ground on a new DMV satellite service center	No	
3	Reduce average inspection service time - 30 minutes	Yes	Finding 8
4	Service walk-in parking hearings-80% within 60 minutes	No	

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[1] Tested customer wait time only as it related to Scorecard measure No. 1
[2] Tested average vehicle service time only as it related to Scorecard measure No. 3

EXHIBITS

Exhibit 2: Management Responses

       The OIG initially provided the findings and recommendations in this report to each agency in Management Alert Reports (MARs). Management responded to the findings and recommendations in those MARs. The table that follows allows readers to relate the verbatim response of management to the renumbered findings and recommendations that we consolidated in this report.

Report		Corresponding MAR				See Agency Response in Exhibit 2
Finding No.	Recommendation No.	MAR No.	Agency	Finding No.	Recommendation No.	
1	1	01-A-05	MPD	1	1	Page 26
2	2	01-A-05	MPD	2	2	Page 26
3	3	01-A-04	DCFEMS	N/A	N/A[1]	Page 29
4	4	01-A-02	DDOT[2]	1	1	Page 31
5	5	01-A-02	OCA	2	2	Page 35
6	6	01-A-02	DDOT	3	3	Page 31
7	7.a.	01-A-03	DMV	1	1	Page 33
7	7.b.	01-A-03	DMV	1	2	Page 33
7	7.c.	01-A-03	DMV	1	3	Page 33
8	8	01-A-03	DMV	2	4	Page 33

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[1] The MAR had only one finding and one recommendation. We did not assign a number.
[2] DPW response is on page 30.

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Exhibit 2: Management Responses

GOVERNMENT OF THE DISTRICT OF COLUMBIA
METROPOLITAN POLICE DEPARTMENT

March 5, 2001

Charles C. Maddox, Esq.
Inspector General
Office of the Inspector General
717 14th Stree, N.W.
Washington, D.C. 20005

Ref: Management Alert Report (MAR No. 01-A-05)

Dear Inspector Maddox:

Thank you for the opportunity to provide comments and responses to the recommendations contained in the Management Alert Report (MAR No. 01-A-05).

Finding and Recommendation 1

Finding. Methodology for calculating homicide clearance rates (SCM No. 4), which was dividing cases opened in calendar year 2000 into cases cleared during the year regardless of the year the case was opened, may not produce the best and most accurate results for measuring annual performance.

Recommendation. We recommend that the Chief, MPD, report homicide clearance rates that are computed using the "current-year" and the "current- and prior-year" methods and establish goals based on these methodologies.

Response. As your report reflects, there was a great deal of discussion with MPD, the Deputy Mayor for Public Safety and Justice, and with representatives from the Office of the City Administrator about this finding and recommendation.

I may agree that from a purely statistical view the UCR homicide clearance rate may not satisfy the requirements of a yearly performance measure. However, the options that are being proposed also fall short in measuring performance. The "current-year" measure is inadequate for two reasons: (1) homicides are closed that were opened in previous years and this measure will not reflect that work; and (2) homicides that occur in January have a greater probability of being closed in the calendar year than one occurring in December because of the time available to work on the case. The "current- and prior-year" measure also cannot adequately reflect performance. How far back should we go in counting prior-year homicides – five years, ten years, or twenty years? If we do not go far enough back in history, then we run the same problem we have with the UCR rate. If we go too far back, then the measure is meaningless and misleading. To

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Exhibit 2: Management Responses

say we have a 6% homicide clearance rate for CY 2000, provides little information and may even be misinformation.

The UCR homicide clearance rate has the advantage of being a measure used across the country. It is one of the common measures used in the profession. As such, it allows police departments to measure their performance against others. This common use gives us not only a performance assessment tool but also a benchmarking tool. The danger of using the "current-year" and/or the "current – and prior-year" measure is that stakeholders could use these measures to wrongly compare MPD's performance with other police departments.

It is also my opinion that the UCR Clearance Rate is the fairest measure because it counts each homicide once and only once and it counts each clearance once. The "current-year" counts each homicide only once, but may never count each clearance because the clearance may be for a case in a prior year. The "current – and prior-year" counts each clearance, but it also carries homicides from previous years in the base – homicides which may not have been worked on during that year.

The idea that we report three measures for homicide clearance is also not helpful. I believe this approach will add confusion. There is no single best performance measure for homicide clearance. Every measure mentioned has a problem but the UCR Clearance Rate is the most commonly used and the fairest.

Alternative Action: For the reasons stated above, I am proposing that MPD continues to use the UCR homicide clearance rate and clearly explain how the rate is calculated. This explanation will be placed on all documents that report the performance measure.

This action will be taken immediately and be reflected in the FY 2002 Budget Book.

Finding and Recommendation 2

Finding. Reported figures for reducing violent crime and property crimes (CLPM No 11, SCM 2, and SCM No. 3) could not be verified.

Recommendation. We recommend that the Chief, MPD, develop internal controls that ensure an adequate audit trail, figures are supported, and documents retained in support of the various performance measures.

Response. It is our understanding that the issue was that our preliminary crime data file is dynamic. It is constantly being updated and because of this it is not

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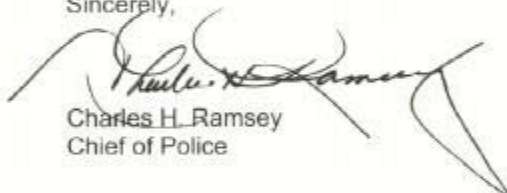**Exhibit 2: Management Responses**

possible to "step in the same stream twice." For example, on January 31, 2001 we may report 268 Burglaries and then if we go back on February 9, 2001 and query the database for burglaries occurring in January 2001 we would get a different number. This is because paperwork may lag or a victim may have just discovered a burglary after coming home from vacation and the date that MPD uses is the date of crime occurrence not date of data entry.

The problem is not that we have a dynamic data file but that we do not print out a computer listing of raw data that supports the reported end of month statistics.

Planned Action. MPD will generate a printout for each month's report, sorted by offense, which itemizes the CCN, victim name, district, and date of offense. The listing will be filed with each month's preliminary crime reports and will support year-to-date statistics. We will start this at the end of February 2001.

Your staff's review of MPD's Performance Contract Measures and Mayor's Scorecard Measures will assist us in developing documentation for our measures and thus improving stakeholders' confidence in our reported measures.

Sincerely,

Charles H. Ramsey
Chief of Police

cc: The Honorable Anthony A. Williams
Mr. John A. Koskinen, Deputy Mayor, City Administrator
Ms. Margret Nedelkoff Kellems, Deputy Mayor, Public Safety and Justice
Dr. Abdusalam Omer, Chief of Staff